

Recognition & Rewards - Amsterdam UMC

November 11, 2025





Recognition & rewards

VSNU

UMCNL

KNAW

NWO

ZonMw

position paper 2019

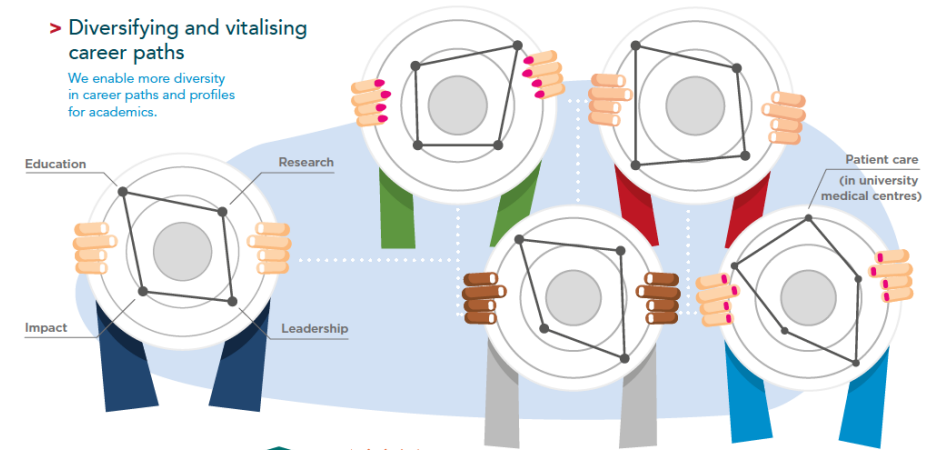
Ruimte voor ieders talent

Room for everyone's talent

towards a new balance in the recognition and rewards of academics

> Diversifying and vitalising career paths

We enable more diversity in career paths and profiles for academics.



> Achieving balance between individuals and the collective

We assess academics based on both their individual and their team performance.



> Focusing on quality

In our assessments of academic performance, we increasingly focus on quality, content and creativity.

> Stimulating open science

We encourage academics to share their research outcomes with society.



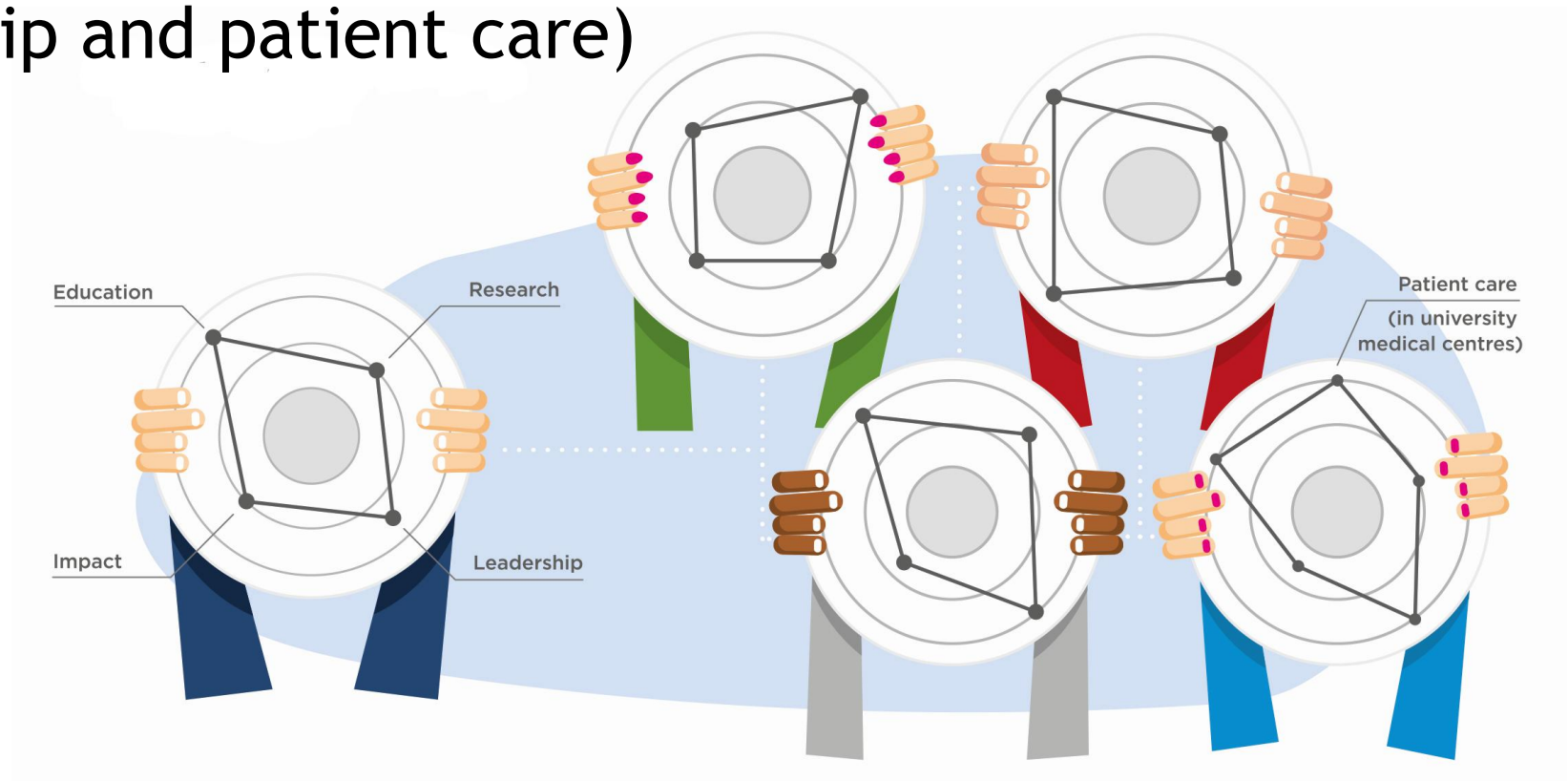
> Stimulating academic leadership

We stimulate good academic leadership at all levels.



Diversifying and vitalising career paths

1. Enable **diversification and vitalisation of career paths**, thereby promoting excellence in each of the key areas (education, research, impact, leadership and patient care)





Balance between individual & team

2. A better **balance between individual and team performance**:

- Recognition of teamwork and team spirit
- Inspire cooperation between organizations, disciplines and within teams (Team Science)





More focus on quality of work

3. More focus on quality of work

over quantitative results:

- Good scientific research increases scientific knowledge and makes a contribution to solving societal challenges





Stimulating Open Science

4. Open Science becomes the norm and stimulates interaction between scientists and society:

- Stimulating Open Science means recognizing and rewarding other aspects of research (in addition to publications), such as datasets or software, as important research outputs





Stimulating leadership in academia

5. More emphasis on the value of **high-quality leadership in academia** to set the course in research and education, to achieve impact, and to ensure that teams of academics can do their work as well as possible





Project structure R&R

- National coordinating team
 - University's and UMC's (Amsterdam UMC; HR director)
- National Projectgroup
 - Projectleaders uni's en UMCs (Amsterdam UMC; HR project manager)
 - Monthly meetings
- UMCNL workinggroup R&R
 - Every 6 weeks
 - Policy officers research UMC's
- Amsterdam UMC; Committee Talent and Appointments

Participating parties have their own R&R committee that stimulates the intended cultural change at the institutional level by experimenting, inspiring, co-creating, sharing good practices and learning from each other. Good examples can be seen in <https://recognitionrewards.nl/e-magazine/>



Actions R&R 2025 so far

- ✓ • Questionnaire deans (April)
(presentation meeting)
- ✓ • Reaction questions ZonMw (April)
- ✓ • Culture barometer 2026
(preparations start soon)
- ✓ • More visibility on academic career paths intranet
 - Criteria for profiles research & education nearly finished
 - Valorisation, Clinical and Leadership to be followed shortly
 - Open science and team science to be outlined



Questionnaire deans April 2025

Main topics still to be covered

- How can faculties ensure that employees share the intended interpretation of the assessment system?
- How can management guarantee the high quality of the collective unit while simultaneously enabling smaller units or individual academics to focus on their core talent/expertise (the balance between collective and individual goals)?



How to put R&R into practice -career paths



- Career paths with R&R as a guideline put into qualification portfolio's for associate professor, full professor and professor by special appointment (bijzonder hoogleraar)
- Candidates are assessed by way of an 'evidence based CV', by combining narratives providing context to their career choices, with qualitative and quantitative indicators of their academic achievements. They need to excel in at least two of the following domains:
research; education; clinical work; valorization and/or academic leadership.



- [Committee for Talent and Appointments | Amsterdam UMC](#)
set by the deans of Faculties of Medicine to harmonise talent policy for academic careers in AMC and VUmc and appointment